



ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Deputy Director Support for Executive Seminar

FROM:

C/LDD/OTE
1036 C of C

EXTENSION

NO.

OTE 87-6300

DATE

30 January 1987

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

D/OTE
1026 C of C

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DDA
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24 FEB 1987

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DDA REGISTRY

100-20

OTE 87-6300

30 January 1987

MEMORANDUM FOR: Deputy Director for Administration

VIA:

Director of Training and Education

FROM:

Chief, Leadership Development Division

SUBJECT: Deputy Director Support for Executive Seminar

1. As you requested at the last running of the Executive Seminar, I'm forwarding excerpts from student evaluations relating to Deputy Director participation and a list of those senior officers who have participated since we started inviting them. As you will see in the attached excerpts, the new SISers want very badly to hear about current priorities and challenges from ADDs or DDs themselves.

2. We recognize that, due to the press of business, there will be times when neither the DD nor the ADD is available. Notwithstanding, OTE will continue to make every effort to accommodate busy schedules in order to secure DD participation in this important program.

Chief, Leadership Development Division

Attachment

Excerpts from January 1987 Executive Seminar Evaluations

- * "The failure of three DDs to address the group made this objective (understanding Agency policies and direction under current leadership) impossible to meet. There is a need to discuss real problems, current concerns and how we are meeting our goals for the future."
- * "It's critical to have DDs' views of executive leadership, their management perspective and how they bring about change in their Directorates."
- * "DD level commitment needs fixing. If there are very good reasons for missing, send a qualified substitute. While Agency stories and lore are interesting, they are not what the DDs or substitutes should communicate to new SISers."
- * "Senior management attention or lack thereof needs fixing."
- * "A somewhat universal disappointment of the entire class was the absence of all but one of the DDs or their deputies. We have discussed our increased level of responsibilities and have heard over and over again the need for role modeling for those we lead, but where were the team captains? To a person, we were all looking forward to hearing from and having access to our senior managers, their insights and their respective management styles."
- * "Better DO participation at the DD level is needed even if this has to be in a separate meeting."
- * "In order of importance, (the most important is) presentations by DDs of their views of executive leadership, their management perspective, and how they bring about change in their directorates."
- * "The Office chief subs were valuable, but not as subs for the DDs."
- * "I really believe the most beneficial aspect was to hear senior management articulate their views, values, and concerns. This is something that is rare to hear and yet absolutely essential, I believe, to executive development. Mr Donnelly was excellent as was Mr Huffstutler, and I appreciated the time they gave to the program."
- * "It seems to me that if the DDs are serious about this course they could participate."

Senior Officer Participation in Executive Seminars

STAT	ES #5	William Donnelly, DDA [redacted] ExDir Evan Hineman, DDS&T Robert Gates, DDCI
STAT	ES #6	William Casey, DCI [redacted] D/OP William Donnelly, DDA [redacted] ExDir [redacted] ADDO John Helgerson, ADDI Richard Huffstutler, D/NPIC
STAT	ES #7	Robert Gates, DDCI Richard Huffstutler, D/NPIC William Donnelly, DDA [redacted] C/SE (substitute) [redacted] D/OGI (substitute) DS&T (cancelled with no substitute) [redacted] D/OTE